



International Trade Administration

Mission Statement

To create economic opportunity for U.S. workers and firms by promoting international trade, opening foreign markets, ensuring compliance with our trade laws and agreements, and supporting U.S. commercial interests at home and abroad.

The Department of Commerce's International Trade Administration (ITA) works within the federal government to build the American economy by promoting U.S. foreign trade. ITA supports the business community by helping U.S. companies to export, partnering with industry, opening markets, and leveling the playing field for the international exchange of goods and services.

ITA performs several critical operations to help U.S. exporters achieve success in the international marketplace; it creates market access through trade negotiations and trade agreements, performs outreach to inform the U.S. business community about export opportunities, develops and disseminates trade and industry market research, promotes U.S. businesses abroad, counsels and provides technical assistance to small and medium-sized enterprises to help create export capabilities, supports trade policy development, and ensures compliance with trade agreements. To perform these operations and deliver these products and services, ITA employs nearly 2,500 people, who are stationed throughout the United States and in 84 countries and across four program units: Trade Development, Market Access and Compliance, Import Administration, and U.S. and Foreign Commercial Service.

ITA undertook a major effort to develop a mission statement, performance goals, objectives, and supporting performance measures. This effort culminated in an ITA strategic plan that describes the principles to be followed in pursuit of the stated performance goals and objectives. In order to assess ITA's progress in pursuit of strategic goals, the plan contains a number of new performance measures. ITA plans to implement the new performance goals and supporting performance measures in FY 2002.

Priorities

ITA's priorities are derived directly from departmental priorities, which are linked directly to the growth of the economy and quality of life of all Americans. The priorities that guide the development of ITA program initiatives are listed below:

Fundamentally redesign ITA's role in market access and export promotion--This activity is directed at leveling the playing field for U.S. businesses abroad, in part by helping to remove tariff and nontariff barriers to trade. ITA is committed to vigorously enforce U.S. trade laws and to devise and implement strategies to eliminate market access barriers created by foreign governments under the guise of regulatory standards. Through the Trade Promotion Coordinating Committee, ITA is establishing effective leadership in the coordination of government-wide export promotion activities among its 19 member agencies.

Improve trade compliance outreach--This activity is aimed at providing trade compliance outreach through ITA's trade compliance initiative, a single point of customer contact to government programs through its trade information center, support for U.S. companies bidding on major foreign contracts through its advocacy center, and leadership in coordinating government export assistance programs through its Trade Promotion Coordinating Committee.

Create more effective customer relationships and awareness--This activity is designed to elevate communications and outreach, strengthen ITA's identity as a leader in trade promotion, deepen customer insight or research, and assess existing and potential customer points of contact. In addition, ITA is redesigning its client-driven and international business processes to support the needs of its client base in the new e-business environment.

Leverage e-commerce in product development and service delivery--This activity is designed to (1) develop new high-quality trade facilitation services, (2) virtualize information delivery and knowledge management, and (3) create a rapid product development process.

Develop proactive compliance capability--This activity is designed to (1) increase research and monitoring capacity, (2) develop targeted outreach to build awareness and develop clear points of contact for exposed companies, and (3) deploy resources rapidly to act upon noncompliance quickly.

Increase private sector alliances--The purpose of this activity is to improve partnerships with U.S. firms, trade associations, and state or local export entities; develop new venture relationships with U.S. private sector, for-profit, and not-for-profit organizations; and establish cost-sharing arrangements with partner organizations.

FY 2003 Program Changes

	Base		Increase/Decrease	
	FTE	Amount	FTE	Amount
Market Access and Compliance	243	\$31,373	37	+\$5,850

The increase of 33 full-time equivalent (FTE) and +\$4,950 will expand compliance efforts in the areas of antidumping and countervailing duty activity, multilateral trade negotiations, and foreign trade barrier analysis. An additional increase of 4 FTE and +\$900 will be used to analyze trade prospects and growth opportunities in the newly opened African markets.

Import Administration	356	\$47,361	40	+\$6,200
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This increase of 40 FTE and +\$5,900 will support expanded compliance efforts by funding the Antidumping/Countervailing Duty Enhanced Enforcement Program, which will ensure continual internal review of critical program activity and implement measures to improve operations. An additional increase of 0 FTE and +\$300 will modernize document management processes that support enforcement activities.

U.S. Foreign & Commercial Service	1,263	\$197,920	13	+\$3,924
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An increase of 9 FTE and +\$2,250 is requested for expanding compliance efforts by organizing a domestic campaign on compliance issues and placing staff in overseas markets with compliance problems. The domestic campaign would include educational outreach to U.S. firms through seminars and additional compliance training for Export Assistance Center specialists. An additional increase of 4 FTE and +\$1,674 is requested to support trade promotion activities in newly opened African markets by expanding the agency's presence in the region with five new posts and expanding staff at existing offices.

	Base		Increase/Decrease	
	FTE	Amount	FTE	Amount
Executive Direction and Administration	162	\$25,132	0	+\$1,150

An increase of 0 FTE and +\$1,150 is requested to ensure all ITA employees have equal opportunities in career development. It would support an annual training needs assessment and establish onsite computer learning facilities within the Office of Human Resources Management.

Fee-funded Program Changes +\$10,000

In FY 2003, ITA proposes increasing fee collections by \$10 million. Of these funds, Trade Development requests an increase of +\$5,500 for updating and improving existing domestic trade data gathering processes and its analysis on a statewide basis. U.S. & Foreign Commercial Service requests an increase of +\$1,650 for increasing trade promotion and support in the Caribbean Basin region, while Market Access and Compliance requests an increase of +\$850 to analyze regional trade prospects and growth opportunities. Trade Development requests an increase of +\$2,000 to promote exports of technologies that generate a clean environment and increase energy efficiency. To identify areas of cost recovery, ITA is commissioning a study in FY 2002 on fee collections.

Targets and Performance Summary

(See Individual Performance Goal section for further description of each measure)

Performance Goal 1: Increase trade opportunities for U.S. firms								
	FY 1999 Target	FY 1999 Actual	FY 2000 Target	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Number of Export Transactions Made as a Result of ITA Involvement	New	New	New	New	9,253	11,160	12,300	13,500
Number of Customers Acquired through Proactive ITA Efforts	New	1,000						
Number of New or Enhanced ITA Partnerships with Public and Private Sector Entities to Promote U.S. Exports	New	New	New	New	New	New	36	50
Number of U.S. Exporter Activities Undertaken per Customer Surveyed	New	2.0						
Number of New-to-Market Firms	45,919	67,835	47,437	54,307	54,779	63,719	54,000	N/A

Performance Goal 2: Broaden and deepen U.S. exporter base								
	FY 1999 Target	FY 1999 Actual	FY 2000 Target	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Percentage of Undertaken Advocacy Actions Completed Successfully	New	New	New	New	New	New	15%-20%+	15%-20%+
Dollar Value of Completed Advocacies (U.S. Export Content)	New	New	New	New	<\$4 B	\$5B	\$3B to \$4B	\$3B to \$4B
Number of U.S. Exporters Entering a New Market	New	New	New	4,502	4,540	5,386	5,900	6,500
Number of U.S. Firms Exporting for the First Time	New	New	New	673	679	742	800	900
Number of New-to-Export Firms	25,260	42,351	26,089	33,514	30,336	20,422	30,000	N/A
Performance Goal 3: Ensure fair competition in international trade								
	FY 1999 Target	FY 1999 Actual	FY 2000 Target	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Percentage of Antidumping or Countervailing Duty Cases Completed on Time	New	New	New	New	New	New	100%	100%
Number of Market Access and Compliance Cases Initiated	New	64						
Dollar Value of Trade Barriers Addressed	New	\$15B to \$20B						
Number of AD/CVD Cases Processed	141	134	103	185	185	136	136	N/A
Performance Goal 4: Advance the United States' international commercial and strategic interest								
	FY 1999 Target	FY 1999 Actual	FY 2000 Target	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Dollar Exports in Priority Markets	New	\$200B to \$300B						
Performance Goal 5: Improve customer and stakeholder satisfaction								
	FY 1999 Target	FY 1999 Actual	FY 2000 Target	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Customer Satisfaction with ITA's Products or Services	New	3.5 Mean Rating						
Customer Perception of Ease of Access to Export and Trade Information and Data	New	3.5 Mean Rating						
Level of Awareness of ITA Products and Services	New	3.5 Mean Rating						
Employee Job Satisfaction	New	New	New	New	New	New	3.5 Mean Rating	3.5 Mean Rating

Performance Goal 6: Improve the U.S. competitive advantage through global e-commerce

	FY 1999 Target	FY 1999 Actual	FY 2000 Target	FY 2000 Actual	FY 2001 Target	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Number of New Subscribers Using BuyUSA.com E-services	New	New	New	New	5,000	371	1,500	1,650
Customer Perception of Portal Ease of Use	New	New	New	New	New	New	Greater than 50%	Greater than 50%
Percentage of ITA Business Processes Provided Electronically to External Customers	New	New	New	New	New	New	50%	90%

Resource Requirements Summary

(Dollars in Millions. Funding amounts reflect total obligations.)

Information Technology (IT)

Full-Time Equivalent (FTE)

Performance Goal 1: Increase trade opportunities for U.S. firms

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Trade Development	New	New	18.6	19.9	17.1	2.1	19.2
Market Access and Compliance	New	New	1.5	2.2	1.6	0.1	1.7
Import Administration	New	New	0	0	0	0	0
US&FCS	New	New	73.0	79.1	75.1	1.2	76.3
Administration	New	New	0	0	0	0	0
Total Funding	New	New	93.1	101.1	93.8	3.4	97.2
IT Funding ¹	New	New	7.0	7.1	7.1	0.3	7.4
FTE	New	New	555	582	576	1	577

Performance Goal 2: Broaden and deepen U.S. exporter base

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Trade Development	29.9	28.7	17.9	19.1	16.5	2.0	18.5
Market Access and Compliance	2.5	2.4	1.5	2.2	1.6	0.1	1.7
Import Administration	0	0	0	0	0	0	0
US&FCS	96.8	93.1	58.4	63.3	60.0	1.0	61.0
Administration	0	0	0	0	0	0	0
Total Funding	129.0	124.0	77.8	84.6	78.1	3.1	81.2
IT Funding ¹	8.8	8.9	5.9	5.9	6.0	.2	6.2
FTE	886	890	462	486	482	1	483

Performance Goal 3: Ensure fair competition in international trade

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Trade Development	5.9	6.4	6.6	7.1	6.1	0.7	6.9
Market Access and Compliance	16.4	17.6	18.6	27.1	20.3	6.1	26.3
Import Administration	29.1	31.3	33.0	39.4	40.5	5.9	46.4
US&FCS	3.7	4.0	4.1	4.5	4.3	2.3	6.6
Administration	0	0	0	0	0	0	0
Total Funding	55.0	59.0	62.3	78.1	71.2	15.0	86.2
IT Funding ¹	3.7	3.7	4.9	5.9	6.0	0.2	6.2
FTE	372	375	415	525	524	85	609

Performance Goal 4: Advance the United States' international commercial and strategic interest

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Trade Development	23.4	23.0	3.3	3.6	3.1	0.4	3.5
Market Access and Compliance	14.9	14.6	2.1	3.0	2.3	0.1	2.4
Import Administration	0	0	0	0	0	0	0
US&FCS	85.8	84.2	10.4	11.3	10.7	0.2	10.9
Administration	0	0	0	0	0	0	0
Total Funding	112.0	110.0	15.8	17.9	16.1	0.7	16.8
IT Funding ¹	7.7	7.7	1.2	1.2	1.2	0.1	1.3
FTE	768	774	94	102	101	0	101

Performance Goal 5: Improve customer and stakeholder satisfaction

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Trade Development	New	New	10.0	10.7	9.2	1.1	10.3
Market Access and Compliance	New	New	2.9	4.3	3.2	0.1	3.3
Import Administration	New	New	3.9	4.6	4.8	0.3	5.1
US&FCS	New	New	31.3	33.9	32.2	0.5	32.7
Administration	New	New	12.3	15.9	26.0	1.2	27.2
Total Funding	New	New	60.4	69.4	75.4	3.2	78.6
IT Funding ¹	New	New	4.5	4.8	4.8	0.2	5.0
FTE	New	New	429	458	471	1	472

Performance Goal 6: Improve the U.S. competitive advantage through global e-commerce

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Trade Development	8.9	8.5	10.0	10.7	9.2	1.1	10.3
Market Access and Compliance	2.6	2.5	2.9	4.3	3.2	0.2	3.4
Import Administration	1.7	1.6	1.9	2.3	2.4	0	2.4
US&FCS	27.9	26.6	31.3	33.9	32.1	0.5	32.7
Administration	2.0	1.9	2.2	2.8	4.6	0	4.6
Total Funding	43.0	41.0	48.3	54.0	51.5	1.8	53.3
IT Funding ¹	3.0	3.0	3.7	3.7	3.7	0.2	3.9
FTE	303	305	301	323	323	1	324

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Available	FY 2003 Base	Increase/ Decrease	FY 2003 Request
Total Funding	339.0	334.0	357.7	405.1	386.1	27.1	413.2
Direct	317.0	325.0	342.2	379.1	360.1	17.1	377.2
Reimbursable ²	22.0	9.0	15.5	26.0	26.0	10.0	36.0
IT Funding ¹	23.2	23.8	27.2	28.6	28.9	1.1	30.0
FTE	2,329	2,344	2,256	2,476	2,476	90	2,566

1 IT funding included in total funding. IT requirements include infrastructure and related mission systems.

2 Reimbursable funding included in total funding.

Skill Summary

The following list describes ITA's core competencies: in-depth knowledge of international and domestic trade laws and regulations, country- or industry-sector expertise and specialized knowledge of and experience in export marketing and promotion, foreign trade practices, and foreign government trade programs and policies.

Redesign of ITA's Strategic Plan and Performance Indicators

ITA undertook a major effort in FY 2001 to recast its mission statement, performance goals, objectives, and supporting performance measures. This effort culminated in ITA's FY 2002-2006 strategic plan, which describes the principles to be followed in pursuit of the stated performance goals and objectives. ITA's six performance goals presented in this document are to (1) increase trade opportunities for U.S. firms, (2) broaden and deepen the U.S. exporter base, (3) ensure fair competition in international trade, (4) advance U.S. international commercial and strategic interest, (5) improve customer and stakeholder satisfaction, and (6) improve the U.S. competitive advantage through global e-commerce. These goals are in keeping with the Department of Commerce's core mission of promoting job creation and improved living standards for all Americans. In order to assess ITA's progress in pursuit of the strategic goals, the plan contains a number of performance

measures. In keeping with Government Performance and Results Act (GPRA) regulations and guidelines for performance-based organizations, these measures will serve as the primary mechanism for holding ITA accountable for achieving its stated goals. By defining the strategic direction to address the changing expectations and needs of its stakeholders and customers, ITA is better positioned to help America's exports meet the challenges confronting them and capitalize on the refined opportunities presented. ITA is implementing the new performance goals and supporting performance measures in FY 2002.

ITA's FY 2001 Annual Program Performance Report and FY 2003 Annual Performance Plan addresses the six performance goals that support the Department of Commerce's objectives of providing the infrastructure to enable the participation of all Americans in the new economy; promoting responsible economic growth and trade, while protecting American security; and providing the infrastructure for a digital economy and digital government. We are presenting a performance measure to evaluate the success of our goals and our contribution to the success of related departmental objectives.

We have formulated the following new performance measures in support of the FY 2003 Annual Performance Plan. Specifically:

- We will assess the success of our strategy to increase trade opportunities for U.S. firms by tracking the number of export transactions made as a result of ITA involvement, the number of customers acquired through proactive ITA efforts, the number of new or enhanced ITA trade partnerships with public and private sector entities to promote U.S. exports, and the number of U.S. exporter activities undertaken per customer surveyed.
- We will evaluate the success of our strategy to broaden and deepen the U.S. exporter base with the following performance measures: percentage of undertaken advocacies actions completed successfully, dollar value of completed advocacies (U.S. export content), number of U.S. exporters entering a new market, and number of U.S. firms exporting for the first time.
- We will ensure fair competition in international trade by reporting on the number of antidumping/countervailing duty cases completed, percentage of antidumping/countervailing duty cases completed on-time, number of market access and compliance cases initiated, and dollar value of trade barriers addressed.
- We will measure the advance of the United States' international commercial and strategic interests by reporting on the dollar exports in priority markets.
- We will evaluate the success of our strategy to improve customer and stakeholder satisfaction by measuring customer satisfaction with ITA's products and services, customer perception of ease of access to export and trade information and data, level of awareness of ITA products and services, and employee job satisfaction.
- We will assess our success in improving U.S. competitive advantage through global e-commerce by tracking the number of new subscribers using BuyUSA.com e-services and measuring customer perception of portal ease of use and percentage of ITA business processes provided electronically to external customers.

Performance Goal 1: Increase Trade Opportunities for U.S. Firms

(This goal has been reworded since the publication of the FY 2000 Annual Program Performance Report and FY 2002 Annual Performance Plan. This goal was previously worded as: “Increase U.S. exports by implementing the national export strategy through government-wide coordination of trade promotion and trade finance programs.”)

Corresponding Strategic Goal

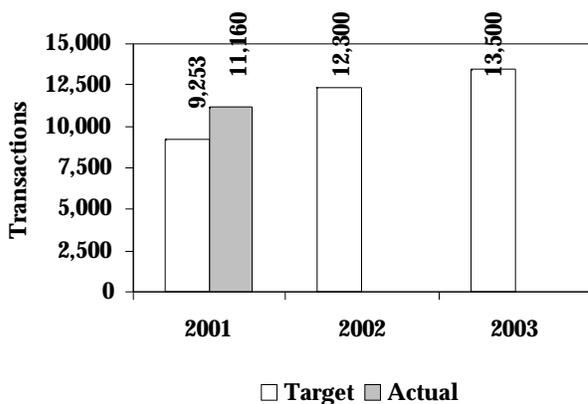
Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably

Rationale for Performance Goal

The International Trade Administration’s (ITA’s) goal is to increase trade opportunities for U.S. firms in foreign markets. ITA opens markets and promotes export activity by developing industry-specific agreements, conducting trade negotiations for Free Trade Area of the Americas and World Trade Organization second-round negotiations, working to remove nontariff barriers, gaining access to foreign markets by carefully monitoring the development of regulatory barriers that may put U.S. firms at a disadvantage in key foreign markets and seeking their removal, and promoting the development of commercial infrastructure in target markets. ITA provides leadership by implementing programs that help U.S. firms take advantage of market openings, by fostering collaborations with private sector entities and coordination of government-wide trade promotion programs through the Trade Promotion Coordinating Committee (TPCC), and by developing and disseminating products and services that enhance U.S. firm’s export capabilities.

ITA has developed a strategic plan, which defines its mission, goals, and objectives; sets forth new outcome-oriented performance measures; and presents high-level strategies for implementation. The activities that were previously described under the performance goal, “Increase U.S. exports by implementing national export strategy through government-wide coordination of trade promotion and trade finance programs” now appear in this section. The new performance goal, “Increase trade opportunities for U.S. firms,” is broader in scope and covers not only work associated with the TPCC, but also includes ITA’s activities associated with opening foreign markets to U.S. exports and providing bilateral and multilateral trade negotiations and other export-related support provided to U.S. exporters.

Measure 1a: Number of Export Transactions Made as a Result of ITA Involvement



Data Validation and Verification:

Data source: Customer survey
Frequency: Annually
Data storage: Client Management System
Verification: ITA will perform client survey verification and periodic auditing of survey data and results.
Data limitations: Responses to the survey depend on U.S. business cooperation and willingness to provide data and on sample size and response rate of periodic surveys of product users.
Actions to be taken: ITA is currently developing the list of actions that can be used in a client survey mechanism and will design the mechanism in the next two quarters of FY 2002.

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	9,253	12,300	13,500
Actual	New	New	11,160		
Met/Not Met			Met		

Explanation of Measure

The number of export transactions made as a result of ITA involvement measures ITA’s effectiveness in increasing trade opportunities for U.S. exporters. This is a new results-oriented performance measure that captures information on the number of export transactions executed by U.S. firms that resulted directly from ITA’s counseling, matchmaking, research, information products, or other trade promotion activities. An export transaction occurs when ITA facilitates an actual verifiable export sale--shipment of goods or delivery of services--by the client and where the direct link between the assistance provided and the resulting outcome is clearly established for each export action claimed. A transaction also takes place when ITA helps a client identify and sign with an agent or distributor or sign a contract that ensures the expectation of future sales, where there is a direct link between the assistance provided and the resulting outcome. A transaction can also include helping a U.S. firm avoid harm or loss, for example, by helping it obtain payment or resolve some other kind of trade dispute.

ITA developed targets based on the information captured in FY 2000 and FY 2001 by the Client Management System maintained by the U.S. and Foreign Commercial Service (US&FCS). ITA plans to conduct a survey of ITA clients or U.S. exporters in FY 2003. Targets will be adjusted upon completion of the survey when ITA is in a better position to understand export transactions as a result of our client’s feedback.

Measure 1b: Number of Customers Acquired Through Proactive ITA Efforts

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	1,000
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:**Data source:** Customer survey**Frequency:** Biannually**Data storage:** Client Management System and Panorama Business Views**Verification:** ITA will perform client survey verification and periodic auditing of survey data and results.**Data limitations:** Responses to the survey depend on U.S. business cooperation and willingness to provide data and on sample size and response rate of periodic surveys of product users.**Action to be taken:** ITA is currently assessing existing ITA client survey data to determine if a viable target can be established for this measure in FY2002, prior to the use of the designed survey instrument.**Explanation of Measure**

This new performance measure supports ITA's new performance goal to increase trade opportunities for U.S. firms. It captures information on the number of U.S. businesses responding that they used ITA products or services for the first time as a result of ITA's proactive outreach efforts. ITA provides U.S. exporters with market information, advocacy assistance, trade compliance assistance, one-on-one export counseling and organizes trade events, matchmaking, and so on, thus encouraging and enabling U.S. companies to take full advantage of export opportunities. This is a new performance measure for which targets are tenuous at best. ITA has set a base target of 1,000 new customers for FY 2003. The first survey is planned in FY 2003, and it will enable ITA to develop more precise targets.

Measure 1c: Number of New or Enhanced ITA Partnerships with Public and Private Sector Entities to Promote U.S. Exports

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	36	50
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:**Data source:** Database of domestic or foreign; for-profit or not-for-profit; federal, state, or local government agency; private sector firm or industry organization partners (currently under development by measure owner)**Frequency:** Annually**Data storage:** ITA, wide source data to be input into Panorama Business Views**Verification:** ITA will perform client verification survey. (Data will be collected manually of written evidence of new or enhanced partnership with accompanying certification that written evidence qualified to be included as a new or enhanced partnership.)**Data limitations:** Global trends, political developments, and ITA resources could affect the actual numbers.**Actions to be taken:** ITA is currently establishing a baseline of existing partnerships and will use this baseline to measure marginal changes occurring during FY 2002 to assess progress and set meaningful targets. Targets established for FY 2002 and FY2003 are based on best available data at the time of this publication.**Explanation of Measure**

This is a new performance measure created to quantify ITA's efforts to form new partnerships or enhance existing partnerships with public and private sector entities to help achieve ITA's goal to increase trade opportunities for U.S. firms. Partnership is a new or enhanced relationship codified in writing through a memorandum or letter of understanding or agreement, reimbursable agreement, grant, cooperative agreement, or contract. A new partnership is defined as being with an entity with which ITA has not had a relationship in the preceding three years. Enhanced partnership is a partnership that is changed so that it more positively affects the achievement of ITA goals and objectives. The number of new or enhanced partnerships helps ITA build effective public and private partnerships for sectoral initiatives to achieve success in the highly complex international marketplace of the 21st century. To illustrate, ITA issues competitive matching grants

that provide federal assistance to nonprofit export promotion multipliers such as states, trade associations, chambers of commerce, world trade centers, and other industry groups that reach and assist small and medium-sized enterprises to help underwrite the start-up costs of export marketing ventures, which these groups are often reluctant to undertake without federal government support. The first compilation of data is planned for FY 2002 based on which ITA will develop a baseline from existing partnerships.

Measure 1d: Number of U.S. Exporter Activities Undertaken per Customer Surveyed

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	2
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: Customer survey

Frequency: Annually

Data storage: Client Management System

Verification: ITA will perform client verification survey

Data limitations: Responses to the survey depend on U.S. business cooperation and willingness to provide data and on sample size. ITA will develop accurate records (baseline) on the type of export activities. Target is initially being established to move from one export action per customer surveyed to two. Once initial data are collected, targets can be refined.

Actions to be taken: ITA is currently assessing existing ITA client surveys to determine if some data are available to assist with the development of a well-designed survey instrument.

Explanation of Measure

The number of U.S exporter activities undertaken per customer surveyed is a new outcome-oriented performance measure that supports ITA’s goal to increase trade opportunities for U.S. firms. This is a new performance measure for which targets are not yet available. The first survey is planned for FY 2002. Based on its results, ITA will develop a target baseline. The survey captures information on the number of export activities that customers report having taken as a result of ITA’s service to those customers. The information collected would cover the period after the first year of receiving ITA’s assistance. The export activities resulting from ITA’s help to a U.S. firm could include, but are not limited to, a signed agent or representative, a signed joint venture agreement with a foreign company, cut lead time for market entry, obtained sales leads, secured export financing, made immediate sales, or signed agreement pending.

FY 2001 Program Evaluation for ITA Performance Goal 1: Increase Trade Opportunities for U.S. Firms

ITA conducted a number of management and program reviews that support small and medium-sized enterprises. These covered systems, procedures, and practices at three domestic U.S. export assistance centers for New York, Dallas and Fort Worth, and Florida and Puerto Rico. The reviews identified organizational best practices and provided site-specific recommendations that spanned management, programmatic, administrative, and budget issues. Recommendations are implemented at each U.S. export assistance center upon completion of the reviews. The overseas management control review of a foreign post in Caracas, Venezuela was rescheduled from September 2001 to November 2001. The results of that review will be included in the FY 2002 Annual Program Performance Report.

Discontinued Measures

Number of New-to-Market Firms

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	45,919	47,437	54,779	54,000	Discontinued
Actual	67,835	54,307	63,719		
Met/Not Met	Met	Met	Met		

Data Validation and Verification:

Data source: U.S. exporters

Frequency: Annually

Data Storage: Client Management System

Verification: ITA data on client contacts, activities, including new-to-market firms, are collected quarterly using internal procedures. ITA performs quality controls to assess information in the Client Management System.

Actions to be taken: ITA has redefined this measure and will factor out previously counted firms that received counsel but did not generate a sale as a result of counseling.

Explanation of Measure

ITA met and exceeded the target for this measure. This was largely because of the efforts of the US&FCS, which introduced U.S. exporters to new foreign markets by creating new electronic means of matching U.S. companies with foreign buyers (BuyUSA.com), intensified the development of market insight information at its overseas posts, identified appropriate business partners, and strengthened advocacy efforts on behalf of U.S. firms.

ITA discontinued this performance measure because it recorded the number of firms that were planning to enter a new market that ITA provided export assistance services for. The measure of the number of U.S. exporters entering a new market for the first time replaces the discontinued measure. The new performance measures will report only on new U.S. exporters that transact an actual verifiable export sale.

Counseling Sessions

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	305,837	292,822	281,165	Discontinued	Discontinued
Actual	296,769	277,080	138,165		
Met/Not Met	Not Met	Not Met	Not Met		

Data Validation and Verification:

Data source: U.S. companies benefiting from ITA business counseling sessions

Frequency: Annually

Data storage: The US&FCS custom-designed client management system, the Office of Trade Events Management, and the Trade Information Center databases

Verification: Client contacts and office activity are recorded and entered into the US&FCS client management system, Office of Trade Events Management, and Trade Information Center databases as they take place.

Action to be Taken: ITA has determined that this output figure, although longstanding, is not as accurate or useful as originally conceived.

Explanation of Measure

ITA has determined that the number of counseling sessions indicator was difficult for staff to report for a variety of reasons. Most participants reporting on this measure over the past several years have

applied an inconsistent definition that has made this measure questionable. For example, some reported a session when it lasted longer than 15 minutes, while others used different criteria and did not use the 15-minute rule, because they didn't think it was sensible. Most participants also concurred that what really counted was the extent to which the counseling offered something of value to the client and counted sessions on that basis.

Participants who reported counseling session results, reiterated that the ITA definition was not consistently applied for the number of counseling sessions. For example, prior to FY 1999, the number of web site accessions had been reported under the number of counseling sessions definition. These figures were included under the number of counseling sessions definition because no performance indicator existed for web site accessions or any other e-commerce activity or output. It was also not clear whether staff were to report speeches or presentations given at association meetings as a counseling session. Some participants stated that they actually had a record of sessions counted while some participants stated that their management simply updated and increased previously reported figures.

ITA has determined that this output figure, although longstanding, is not as accurate or useful as originally conceived. ITA has developed results-oriented measures that capture performance and have determined this unnecessary reporting burden will be eliminated

The FY 2001 Annual Performance Plan projected 288,479 business-counseling sessions. However, the target was decreased in the FY 2002 APP to 281,165. The lower target was based on better projections from historical trends and due to an increased ITA-wide emphasis on monitoring and enforcement of U.S. negotiated trade agreements, which reduced staff time devoted to counseling. ITA web sites and call center support has offset demand for counseling sessions, a trend that will likely continue.

Cross-cutting Activities

Intra-Department of Commerce

- National Institute of Standards and Technology--to execute a cooperative agreement to provide Standards Attachés at certain overseas ports who help ITA devise strategies that address regulatory barriers on standards.
- U.S. Patent and Trademark Office--to provide support to ITA during international negotiations on intellectual property rights and advise ITA on patent and trademark issues.

Other Government Agencies

- Customs Service--Customs ensures the prompt and accurate implementation of ITA's decisions on antidumping or countervailing duty cases.
- Federal Aviation Administration: The Federal Aviation Administration advises ITA on strategies to address foreign regulatory barriers.
- Department of State: The Department of State's economic officers assist with market research projects in countries where US&FCS does not maintain staff.
- TPCC: TPCC coordinates implementation of trade finance and trade promotion programs of the 19 TPCC member agencies.

Government/Private Sector

The President's export council, chaired by the Secretary of Commerce, advises the President on trade policy issues. Its members include 28 chief executive officers of private-sector companies, officials of other agencies (Commerce, State, Treasury, Labor, Agriculture, Small Business Administration, Export-Import Bank, and U.S. Trade Representative), and 10 Congressional representatives. The

Industry Consultations Program, which consists of 22 trade advisory committees, provides a mechanism for the U.S. business community to provide input to the government on trade policy issues.

External Factors and Mitigation Strategies

All trade is subject to sharp changes in economic performance in markets around the world; changes in trade policy in foreign nations; expansion of markets just starting to open; technological advances; and large-scale, unexpected capital movement. ITA staff identifies these changes and adopts policies that continue to promote expanding overseas markets for U.S. firms and workers.

ITA will analyze the impact of other nations' trade policies on U.S. firms. Specifically, ITA will expand analytical infrastructure to support timely and accurate assessments of (1) the impact on U.S. industries of the growth of regional trade pacts (for, European Union-Mexico, European Union-Mercosur) and (2) the impact of major competitors exporting their discriminatory technical regulations to third markets in the developing world. ITA will develop strategies that prevent the adoption of discriminatory international standards and regulations against U.S. products. ITA will also work closely with foreign governments and regulatory officials in the developing world to devise strategies to address regulatory barriers, head off potentially harmful regulations, and help shape regulations and standards that facilitate business and improve the quality of life.

Performance Goal 2: Broaden and Deepen U.S. Exporter Base

(This goal has been reworded since the publication of the FY 2000 Annual Program Performance Report and FY 2002 Annual Performance Plan. This goal was previously worded as: “Promote exports by small and medium-sized enterprises (SMEs).”)

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably

Rationale for Performance Goal

The International Trade Administration (ITA) seeks to increase export opportunity awareness among U.S. companies by proactively identifying potential exporters who need assistance, leveraging electronic and traditional media, centralizing relationships with customers, and developing alliances and partnerships to deliver export messages. ITA focuses on SMEs with 499 or fewer employees by tailoring existing products and services to their needs; providing technical assistance and matchmaking capability using e-commerce and the Internet; expanding established exporters into additional markets; and coordinating government-wide, collaborative advocacy efforts through the Trade Promotion Coordinating Committee (TPCC).

ITA has developed a strategic plan, which redefines its mission, goals, and objectives and sets forth new performance measures, and presents high-level strategies for implementation. The performance goal to promote exports by SMEs has been redefined and broadened to include not only promotion of exports by SMEs, but also to strengthen awareness among U.S. companies of export possibilities and to facilitate export transactions. Activities that were previously described under the promote exports by SMEs performance goal now appear in this section.

Measure 2a: Percentage of Undertaken Advocacy Actions Completed Successfully

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	15%-20%	15%-20%
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: U.S. companies that benefit from U.S. government advocacy

Frequency: Annually

Data storage: Advocacy database, advocacy success database, client management system

Verification: The advocacy center conducts annual verifications with follow-up calls to a significant sample of customers to verify the dollar value of exports generated through the support of U.S. government effort.

Data limitations: In some cases contract awards are overturned by a host government, and the winning U.S. company then loses the project. Quality of data is dependent on client’s willingness to provide the data. Some clients elect not to provide information to ITA due to business proprietary concerns. U.S. embassies in some instances do not report all advocacy projects they have worked on in a given fiscal year.

Actions to be taken: ITA continues to refine reported advocacy actions to ensure all actions are valid and verifiable.

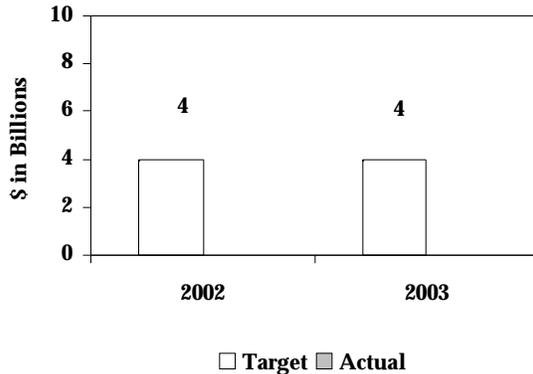
Explanation of Measure

This new performance measure captures information about the effectiveness of ITA’s advocacy efforts and supports the broaden and deepen U.S. exporter base performance goal by measuring the percentage of successful advocacy awards made to U.S. firms or interests during a fiscal year. The success of America’s export community depends on ITA addressing the challenges in the trade environment and meeting the expectations and needs of ITA’s customers. ITA’s advocacy center helps U.S. exporters win foreign government procurement contracts, and each contract creates and retains U.S. jobs over the life of each successful advocacy project. The advocacy center advances trade promotion and dealmaking to support three basic U.S. firm needs: (1) access to new markets, (2) entry to markets, and (3) expansion of export activities.

Targets were determined using the available data from FY 2001. Targets will be updated upon completion of a survey by the advocacy center during the second quarter of FY 2002.

Measure 2b: Dollar Value of Completed Advocacies (U.S. Export Content)

Data Validation and Verification:



Data source: U.S. companies that benefit from U.S. government USG advocacy

Frequency: Annually

Data storage: Advocacy database, advocacy success database, client management system

Verification: The advocacy center conducts annual verifications with follow-up calls to a significant sample of customers to verify the dollar value of exports generated through the support of U.S. government effort.

Data limitations: Quality of data is dependent on client’s willingness to provide the data. U.S. companies provide dollar estimates regarding export content. The advocacy center has found that after these estimates were reviewed in random audits conducted in the past three years, the individual project export content values did vary. However, these fluctuations had little or no effect on the total aggregate value of the export content claimed at the end of each fiscal year. Additionally, some clients elect not to provide information to ITA due to business proprietary concerns.

Actions to be taken: ITA has taken steps to ensure that all completed advocacies are reported and verified in the advocacy center database. Further validation controls are planned in FY 2002.

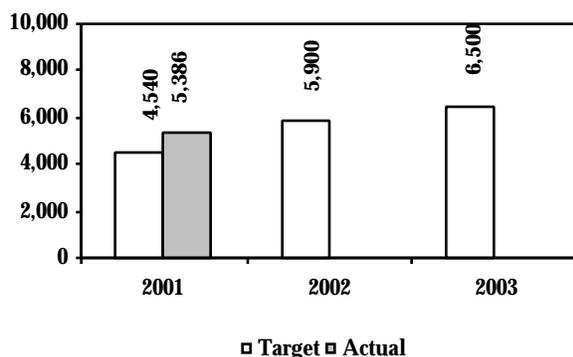
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	\$3B to \$4B	\$3B to \$4B
Actual	New	New			
Met/Not Met					

Explanation of Measure

This measure captures information on the effectiveness of ITA's advocacy efforts and supports the new broaden and deepen U.S. export base performance goal. It measures the estimated dollar value of U.S. export content of foreign contracts signed or awarded to U.S. companies during a fiscal year. The performance measure contained in the FY 2001 Annual Performance Plan, dollar value of gross exports supported through advocacy efforts, reported the total value of foreign contracts.

The success of the United State's export community depends upon ITA addressing the challenges in the trade environment and meeting the expectations and needs of its customers. ITA's advocacy center helps U.S. exporters win foreign government procurement contracts and facilitates trade promotion and dealmaking. Through its advocacy efforts, ITA supports three basic U.S. firm needs, that is, access to new markets, entry to markets, and expansion of export activities. Targets were determined based on actual FY 2001 data.

Measure 2c: Number of U.S. Exporters Entering New Market



Data Validation and Verification:

Data source: U.S. exporters

Frequency: Annually

Data storage: Client management system

Verification: ITA data on client contact activities, including U.S. exporters entering new market, are collected quarterly using internal procedures. ITA performs quality control, including error checking and elimination of duplicates, and verifies results through peer review of verifiable documentation.

Data limitations: ITA's collection of data to measure a number of clients that successfully export for the first time to a new market as a result of ITA assistance is wholly dependent on a client's willingness to provide such information.

Action to be taken: ITA will continue to strengthen reporting controls to strengthen the accuracy and validity of the reporting data.

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	4,540	5,900	6,500
Actual	New	New	5,386		
Met/Not Met	New	New	Met		

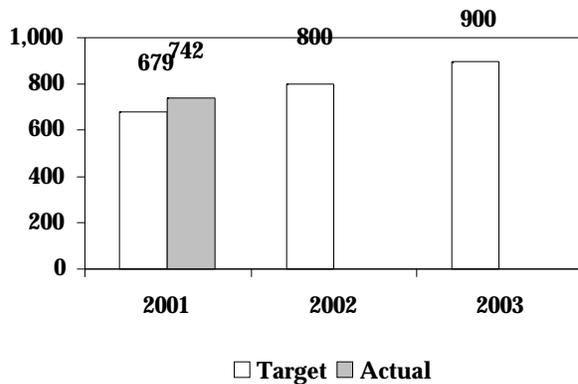
Explanation of Measure

Target met. The original projected target was determined in the middle of FY 2001 and was based on partially available data. Actual FY 2000 and FY 2001 results were tabulated based on information collected from the client management system. FY 2002 and FY 2003 targets were developed using historical data.

To gauge ITA's success in bringing in U.S. exporters into a new overseas market and to measure ITA's effectiveness in promoting trade, ITA will record and report on a number of U.S. exporters entering new markets that transact actual verifiable export sales, which include shipment of goods or delivery of services; signing of legally binding agreements, including agent or distributor, representation, joint venture, strategic alliance, licensing, and franchising agreements; and signing of contracts with future

sales expected for the first time. Another criterion of the definition for this measure is that the firm has not exported in the last 24 months, prior exports have resulted from unsolicited orders, or exports were made through a U.S.-based intermediary. ITA focuses on small and medium-sized exporters seeking to expand into new overseas markets. The definition has been revised to create more meaningful data about ITA's success in helping U.S. firms export. Previously, ITA recorded the number of firms that were planning to export to a new market to which ITA provided export assistance services. Now, ITA will report only on U.S. firms that transact an actual verifiable export sale or other export related activity.

Measure 2d: Number of U.S. Firms Exporting for the First Time



Data Validation and Verification:

Data source: U.S. exporters
Frequency: Annually
Data storage: Client management system
Verification: ITA data on client contacts, activities, including U.S. firms exporting for the first time, are collected quarterly using internal procedures. ITA performs quality control, including error checking and elimination of duplicates and, through peer review, verifies documentation.
Data limitations: ITA's collection of data to measure the numbers of clients that successfully export for the first time as a result of ITA assistance is wholly dependent on a client's willingness to provide such information.
Actions to be taken: ITA has redefined this measure and will factor out previously counted firms that had been counseled but did not export as a result of counseling. We will report on newly exporting firms whose new status can be attributed to ITA assistance. This may change projections and actuals significantly. Over time the new figure will constitute a far more accurate and verifiable depiction of ITA performance.

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	679	800	900
Actual	New	New	742		
Met/Not Met	New		Met		

Explanation of Measure

Target met. The original projected target was determined in the middle of FY 2001 and based on partially available data from maintained client databases. Actual FY 2000 and FY 2001 results were tabulated based on information collected from the client management system. FY 2002 and FY 2003 targets were developed using historical data.

ITA focuses on SMEs that are export-ready and have a competitive product or service and the financial and managerial strength and commitment to export. To gauge ITA's success in bringing in new U.S. businesses into exporting and to measure ITA's effectiveness in promoting trade, ITA will record and report on the number of U.S. firms exporting for the first time that transact an actual verifiable export sale, which includes shipment of goods or delivery of services; signing of a legally binding agreement, including agent or distributor, representation, joint venture, strategic alliance,

licensing, and franchising agreements; or signing of a contract with future sales expected for the first time. Another criterion of the definition for this measure is that the firm has not exported in the last 24 months, prior exports have resulted from unsolicited orders, or exports were made through a U.S.-based intermediary. To broaden and deepen U.S. firms' participation in exporting, ITA helps identify and qualify agents, distributors, and end users. ITA provides access to timely, product-specific market information and country-specific information about appropriate distribution channels and information and assistance in the critical area of export financing and payment considerations. ITA meets other important needs by organizing market-sensitive trade events and, in a growing number of cases, effective overseas advocacy for U.S. firms' business interests.

The definition has been revised to create more meaningful parameters to capture data on ITA's success in helping U.S. firms export. Previously, ITA recorded the number of firms that were planning to export to which ITA provided export assistance services. Now, ITA will report only on new U.S. firms that transact an actual verifiable export sale

FY 2001 Program Evaluation for ITA Performance Goal 2: Broaden and Deepen U.S. Exporter Base

ITA conducted a number of management and program reviews that support SMEs. These covered systems, procedures, and practices at three domestic U.S. export assistance centers for the New York, Dallas and Fort Worth, and Florida and Puerto Rico areas. The reviews identified organizational best practices and provide site-specific recommendations that spanned management, programmatic, administrative, and budget issues. ITA implements these recommendations at each U.S. export assistance center upon completion of the reviews. The overseas management control review of a foreign post in Caracas, Venezuela was rescheduled from September 2001 to November 2001. The result of that review will be included in the FY 2002 Annual Program Performance Report.

Discontinued Measures

Number of New-to-Export Firms

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	25,260	26,089	30,336	30,000	Discontinued
Actual	42,351	33,514	20,422		
Met/Not Met	Met	Met	Not Met		

Data Validation and Verification:

Data source: U.S. exporter

Data storage: Client management system

Verification: ITA collects quarterly data on client contacts, activities, including new-to-market firms, using internal procedures. ITA performs quality controls through periodic audit and calls to data reporters.

Action to be taken: The world economy has been in recession for a year and as a result of the tragic events of September 11, ITA must now face the difficult balancing act of supporting new foreign policy and security goals while facing the difficult challenge of expanding our U.S. market base. An example of finding ways to do this lies in seizing opportunities where they arise, for example, it is likely ITA will be called to play an assisting role in Afghanistan reconstruction. This enables ITA to support the President's goal to promote freedom and liberty through free trade while maintaining ITA's goal of expanding markets for U.S. goods and services through new-to-export firms.

Explanation of Measure

The target was not met because of the significant economic downturn over the course of the year as well as overly optimistic projections based on the economic performance of the previous two years. Firms were far more risk averse over the course of this year due to economic conditions, which contributed to the sharp decline.

ITA discontinued this measure because it recorded the number of firms that ITA provided export assistance services that were only planning to export. The measure tracking the number of U.S. firms exporting for the first time replaces the discontinued measure. The new performance measures will report only on newly exporting U.S. firms that transact an actual verifiable export sale.

Dollar Value of Gross Exports Supported

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	\$10.0B	\$10.5B	\$11.0B	Discontinued	Discontinued
Actual	\$9.8B	\$8.9B	\$12.5B		
Met/Not Met	Not Met	Not Met	Met		

Data Validation and Verification:

Data source: U.S. companies benefiting from U.S. government advocacy

Frequency: Annually

Data storage: Advocacy center maintains a database that tracks advocacy projects, efforts undertaken, and results.

Verification: Advocacy center staff conducts follow-up calls annually to a significant sample of customers to verify the dollar value of exports generated through the support of U.S. government efforts.

Action to be taken: ITA will continue to strengthen verification of reported data.

Explanation of Measure

This target was met and exceeded during FY 2001. This is attributable to the success of ITA's advocacy efforts, which enabled the successful completion of a substantial number of projects (70 of 92). The nature of these large-government based procurements makes them less sensitive to fluctuations in the economy in the short term, because there is frequently a lag before economic downturns affect major projects and government procurement projects.

ITA will continue to monitor and assess advocacy results through its new and enhanced performance measure, dollar value of completed advocacies, which captures information on the effectiveness of ITA's advocacy efforts and replaces the dollar value of gross exports supported through advocacy efforts. The dollar value of gross exports supported through advocacy efforts gave the total value of foreign contracts. The new performance measures, dollar value of completed advocacies (U.S. export content), measures the estimated dollar value of U.S. export content of foreign contracts signed or awarded to U.S. companies during a fiscal year.

Cross-cutting Activities

Intra-Department of Commerce

- Office of General Counsel--to work together on guidance for interpreting existing agreements, defining the rights of U.S. firms and workers under U.S. and international trade law, and in negotiations for future bilateral or multilateral agreements.
- National Institute of Standards and Technology--to coordinate our efforts to help SMEs export new technology, to execute a cooperative agreement to provide standards attachés, and to coordinate trade initiatives with the National Institute of Standards and Technology's technology development and commercialization programs.
- National Oceanic and Atmospheric Administration--To coordinate trade initiatives with the National Oceanic and Atmospheric Administration's environmental programs.

Other Government Agencies

- Small Business Administration, Export-Import Bank, State and Local Government Agencies, and Local Chambers of Commerce--to share clients and provide complementary counseling services.
- Department of Energy, Department of Transportation, and Department of Education--to provide industry expertise for ITA trade events.
- Department of Defense and U.S. Air Force--The U.S. Air Force provides industry expertise for ITA trade events involving aircraft sales (for example, the Paris Air Show).
- Department of State--the Department of State's economic officers assist with market research projects in countries where U.S. and Foreign Commercial Service does not maintain staff.
- Department of Agriculture--The Department of Agriculture provides grant assistance for U.S. and Foreign Commercial Service export counseling in rural areas.
- Bureau of Indian Affairs in the Department of the Interior--The Bureau of Indian Affairs provides industry expertise for ITA tourism development efforts.
- U.S. Agency for International Development--The U.S. Agency for International Development provides grant assistance for various overseas projects (for example, American business centers in Russia).
- TPCC--TPCC coordinates the implementation of trade finance and trade promotion programs of the 19 TPCC-member agencies (International Development, Agriculture, Commerce, Defense, Energy, Interior, Labor, State, Transportation, and Treasury, Small Business Administration, Export-Import Bank of the U.S., U.S. Trade Development Agency, U.S. Trade Representative, Office of Management and Budget, Council of Economic Advisors, National Economic Council, Environmental Protection Agency, and Overseas Private Investment Cooperation).

Government/Private Sector

- District export councils (DECs)--to provide experienced, professional advice and guidance to exporting firms. ITA coordinates a private-sector network of DECs. DECs are councils of leaders from the local business community, appointed by the Secretary of Commerce, whose knowledge of international business provides a source of professional advice and support for local firms and the local ITA export assistance centers. Currently there are 56 DECs composed of more than 1,500 members.

External Factors and Mitigation Strategies

ITA's success in achieving this goal depends upon domestic and international economic conditions. Economic shocks in foreign markets, exchange rate fluctuations, and the increasing relative strength of the U.S. dollar can affect U.S. exports and demand for U.S. products. Availability of resources for new initiatives is subject to Congressional approval. The cooperation of other TPCC-member agencies affects the level of services provided to SMEs.

To mitigate external factors, ITA developed and is developing cutting-edge Internet technologies to enable SMEs to have low-cost access to online information on overseas markets and export services available through the U.S. Government. ITA's commercial officers, stationed in 84 countries, provide key information to the U.S. business community on best prospects for U.S. exporters in various countries. Through more than 100 domestic locations, ITA trade specialists work directly with U.S. businesses to tailor innovative solutions to their market and exporting needs. ITA helps U.S. exports combat market access problems and unfair trade barriers by eliminating barriers to U.S. exports overseas and by ensuring foreign compliance with the U.S. negotiated trade agreements.

Performance Goal 3: Ensure Fair Competition in International Trade

(This goal has been reworded since the publication of the FY 2000 Annual Program Performance Report and FY 2002 Annual Performance Plan. This goal was previously worded as: "Improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements.")

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably

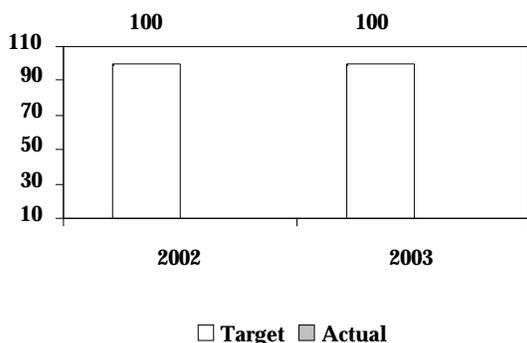
Rationale for Performance Goal

The International Trade Administration (ITA) is committed to building a rules-based trading system in which international trade is both free and fair for American firms and workers by combating dumping, where foreign goods are "dumped" at less than market value, and subsidy of imports and ensuring compliance with trade agreements. ITA identifies and monitors import surges created by imports that are sold in the U.S. at less than fair market value, foreign subsidy practices, and other harmful import trends. ITA defends American industry against injurious trade practices by administering the antidumping (AD) and countervailing duty (CVD) laws of the U.S. ITA deploys attachés to foreign locations to educate foreign governments and businesses about U.S. AD/CVD laws and supports U.S. AD/CVD proceedings in foreign locations. ITA expedites investigations when warranted by import surges and foreign subsidy practices, defends unfair trade practices before the World Trade Organization, and coordinates the Department of Commerce's role in the Administration's steel strategy.

As the volume of world trade and investment expands and more countries enter into multilateral and bilateral trade agreement with the U.S., ITA ensures compliance with trade agreements through consultation with foreign governments, quick identification of noncompliance by communicating and establishing a relationship with U.S. exporters, improvement of coordination with other agencies, rapid response to illegal acts by mobilizing strike forces, and close collaboration with the Office of the U.S. Trade Representative (USTR) on enforcement actions. ITA's trade compliance center monitors trade agreements for implementation by foreign governments and for identification of compliance problems.

ITA has developed a strategic plan, which defines its mission, goals, and objectives; sets forth new outcome-oriented performance measures; and presents high-level strategies for implementation. The activities that were previously described under the performance goal "improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements" have been redesigned to clarify and more clearly describe ITA's strategic direction.

Measure 3a: Percentage of AD/CVD Cases Completed On Time



Data Validation and Verification:

Data source: Import Administration (IA) cases completed in accordance with the statutory deadline
Frequency: Timeliness is measured as a percentage of all completed cases and will be reported annually. Computation is “total number of cases completed by statutory deadline/total number of cases.”
Data storage: Case management system
Verification: Each case is supported by final determinations, including *Federal Register* notices. Lotus Notes software is employed to operate the IA-wide AD/CVD case tracking and management system. ITA’s case management system is updated daily and duration statistics are available at a moment’s notice. Performance data are monitored and certified internally.
Data limitations: Number of AD/CVD cases processed on time depends on the accurate tracking of case assignment and case completion.
Actions to be taken: ITA will continue to monitor this critical outcome and ensure all cases are completed within the statutory deadline.

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	100%	100%
Actual	New	New	New		
Met/Not Met					

Explanation of Measure

The number of AD/CVD cases completed on time is a reflection of the vigilance of IA staff to complete its casework within the statutory timeframe. Domestic industry generates AD/CVD cases, and timeliness of case activity is a critical factor for delivering customer satisfaction. Timeliness of casework is also essential for upholding the integrity of the AD/CVD laws as a credible and fair legal mechanism to address unfair trade actions by foreign interests. The stated target reflects management’s prioritization of adherence to statutory requirements. ITA must always complete these cases within the limits set forth in law.

This performance measure captures the timeliness factor of a major part of resources devoted to ITA’s mandate to defend American industry against injurious trade practices by administering the AD/CVD laws of the United States.

IA initiates and completes AD/CVD cases and completes investigations driven by petitions submitted by domestic industries. This casework requires the timely completion of preliminary and final determinations. AD/CVD casework completed on time results in the issuance of critical AD/CVD orders to level trade fairness and ensure U.S. firms receive fair treatment under the law. IA also completes AD/CVD administrative reviews within statutory timeframes.

Domestic products covered by these AD/CVD investigations and reviews are critical to U.S. industries. The timely delivery of these cases may have a direct correlation with the ability of petitioning U.S. firms to remain viable when a firm may be subjected to unfair trading practices. Ensuring expedient completion of cases offers firms the best timeframe for determining if they are being injured by an unfair trading practice.

ITA has an unparalleled record of timely completion of casework. This completion of cases within statutory deadlines is especially critical during a year when our receipt of AD/CVD cases from domestic industry rises.

Measure 3b: Number of Market Access and Compliance Cases Initiated

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	64
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: Petitions from U.S. firms encountering trade barriers and compliance by foreign governments with U.S. negotiated international trade agreements

Frequency: Annually

Data storage: ITA compliance activity database maintained by the trade compliance center (TCC).

Verification: ITA data on market access and compliance cases are reported in the case database. ITA ensures system integrity (data are entered where they should be) and performs quality control, including error checking, elimination of duplicate cases reported, and, through peer review, verification of documentation.

Data limitations: Caseload is largely driven by outreach efforts seeking private sector complaints and through U.S. government monitoring efforts. A number of factors, including U.S. business cooperation, global trade trends, political developments, and the extent to which foreign governments create barriers or act inconsistently with trade obligations (an exogenous factor) will impact the actual numbers.

Actions to be taken: Ensure timeliness fields are in AD/CVD case tracking system.

Explanation of Measure

ITA faces new demands as the international trade environment changes from year to year: new barriers are erected, the role of international organizations and alliances is strengthened, and other foreign regulatory measures are implemented that have a negative impact on ITA exports. The number of market access and compliance cases initiated has a direct impact on ITA's ability to ensure fair competition. This performance measure assesses the extent of ITA's efforts to monitor trade agreements, identify and initiate market access and compliance cases on behalf of U.S. businesses, and work to their resolution. Market access cases arise from complaints received by ITA from U.S. companies experiencing overseas barriers to U.S. exports, which are not covered by trade agreements. Compliance cases rise from complaints received by ITA from U.S. companies regarding failures by foreign governments to implement trade agreements negotiated by the U.S. and through monitoring efforts by ITA compliance officers. This is a new performance measure for which targets are not available. Data collection will start in FY 2002. Once actual data has been collected, ITA will develop a target baseline.

Measure 3c: Dollar Value of Trade Barriers Addressed

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	\$15B to \$20B
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: Market Access on Compliance database, which contains data on U.S. firms encountering foreign trade barriers

Frequency: Annually

Data Storage: ITA compliance activity database, which is maintained by the TCC, and ITA's market access and compliance market access activity database

Verification: ITA data on market access and compliance cases are collected as cases arise. ITA ensures system integrity (data are entered where they should be), performs quality control, including error checking and elimination of duplicate cases reported, and, through peer review, verifies documentation.

Data limitations: Because data in these cases are usually estimates and often dependent on industry self-reporting, an accurate valuation may not be achievable. Dollar value of trade barriers addressed may not constitute dollar value to U.S. firms, because opportunities are available for all firms to compete.

Actions to be taken: None

Explanation of Measure

ITA is in the vanguard of commerce to ensure fair competition by obtaining greater market access for U.S. companies by eliminating barriers to U.S. exports overseas and ensuring foreign compliance with negotiated trade agreements. This new performance measure addresses ITA's efforts to obtain market access for U.S. exporters and achieve foreign government compliance with trade agreements. The dollar value of trade barriers is based on a projection of potential growth in the U.S. share of the foreign market for both the company involved and for U.S. industry as a whole, or it is based on firm- or industry-provided estimates. Market access cases arise from complaints received by ITA from U.S. companies experiencing overseas barriers to U.S. exports that are not covered by trade agreements. Compliance cases rise from complaints received by ITA from U.S. companies regarding failures by foreign governments to implement trade agreements negotiated by the U.S. and through monitoring efforts by ITA compliance officers.

This is a new performance measure and must be derived from annual data. ITA will start collecting data in FY 2002. ITA will then use FY 2002 data to assess the accuracy of our target baseline.

FY 2001 Program Evaluation for ITA Performance Goal 3: Ensure Fair Competition in International Trade

The Department of Commerce's Office of Inspector General is reviewing the trade compliance center's activities. ITA will assess and, as appropriate, implement the Office of Inspector General findings upon completion of the review.

Discontinued Measures

Number of AD/CVD Cases Processed

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	141	103	185	136	Discontinued
Actual	134	185	136		
Met/Not Met	Not Met	Met	Not Met		

Data Validation and Verification:

Data source: American companies defended against injurious trade practices

Frequency: Daily

Data storage: Case management system

Verification: Final determinations, including *Federal Register* notices, support each case. ITA employs Lotus Notes software to operate the IA-wide AD/CVD case tracking and management system. ITA's case management system is updated daily and statistics are available at a moment's notice. Performance data is monitored and certified internally.

Data limitations: Number of AD/CVD cases processed depends on the number of injurious trade actions taken by foreign governments and/or foreign companies. Workload is totally controlled by U.S. firms petitioning for AD/CVD investigations and foreign companies who are respondents in the AD/CVD cases.

Actions to be taken: Data for this measure will continue to be collected as necessary source data for ITA's new measure percentage of AD/CVD cases completed on time.

Explanation of Measure

The target was not met. ITA discontinued the performance measure that tracked the number of AD/CVD cases processed because it is not under ITA's control. ITA has determined that establishing targets for this measure and meeting those targets is outside ITA's control. The number of AD/CVD cases completed depends on the number of injurious trade actions taken by foreign governments and/or foreign companies. Workload is thus totally controlled by the parties who participate in the AD/CVD cases. While the Department of Commerce has the legal authority to initiate AD/CVD investigations, it rarely does. Thus, domestic industry generates virtually all AD/CVD cases. There is no way to anticipate whether a party would petition for an investigation or request an administrative review in any given year. ITA cannot solicit AD/CVD cases and, therefore, the use of the term "target" is inappropriate. Rather, the stated target simply reflects management's best estimate of what the caseload might be in a given year. No valid methodology exists to project caseload in future years, and the measure will be discontinued.

However, this measure is a useful workload indicator for ITA and depicts petitioner demand and will continue to be used as source data for ITA's new AD/CVD measure, "percentage of AD/CVD cases completed on time." The new performance measure will report on the timeliness of AD/CVD casework completion because the timeframe for completing cases is within management's control and has set statutory deadlines.

Dollar Value of Market Openings

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	\$0.8B	\$2.0B	\$4.1B	Discontinued	Discontinued
Actual	\$2.4B	\$4.0B	\$2.5B		
Met/Not Met	Met	Met	Not Met		

Data Validation and Verification:

Data source: U.S. companies benefiting from market access sessions

Frequency: Annually

Data storage: TCC and market access and compliance will store and publish data.

Verification: Varying degrees of economic analysis support each case that market access and compliance handles. The data in these analyses are usually projections of potential growth in the U.S. share of the foreign market for both the company involved and for U.S. industry as a whole. Collaboration with the commercial service and the industry specialists in trade development is critical in the market analysis and serves as a double check on the data. Both the country or regional desk and the TCC maintain the data from each case.

Data limitations: The data in these cases are usually estimates of future growth; a number of factors, including global trade trends and political developments, would impact the actuals.

Actions to be taken: ITA will conduct analysis and evaluation of compliance cases in the TCC database and strengthen controls over data reporting in that database.

Explanation:

The world economy has been in recession for a year, and ITA must now face the difficult balancing act of supporting new foreign policy and security goals while facing the difficult challenge of expanding the U.S. market base. Although ITA has met with much success in the area of market access and compliance, ITA developed targets and projections based on economic conditions that no longer exist. ITA's revised annual performance plan projections assumed favorable global trade trends and continued expansion of U.S. share in foreign markets. We believe our variance with the target is attributable to the significant economic downturn over the course of the year as well as overly optimistic projections based on the economic performance of the previous two years.

The FY 2001 Annual Performance Plan projected \$2.4 billion in dollar value of market openings. However, the target was increased in the FY 2002 Annual Performance Plan to \$4.1 billion. The revised target included significantly higher projections of potential growth in the U.S. share of the foreign markets and favorable global trade trends.

This performance measure was discontinued because it has been replaced by a better indicator, "dollar value of trade barriers addressed."

Cross-cutting Activities

Intra-Department of Commerce

Office of General Counsel--to work together on guidance for interpreting existing agreements.

Other Government Agencies

- USTR--to work with the USTR to develop strategies for solving market access disputes and participate with USTR in major trade negotiations.
- International Trade Commission--in an AD/CVD case, ITA conducts an investigation and the International Trade Commission concurrently conducts the industry injury investigation. If both ITA's and the International Trade Commission's investigations result in affirmative determination, then ITA issues an AD/CVD order to the U.S. Customs Service, which results in a tariff rate adjustment.
- U.S. Customs Service and Treasury Department--because the AD/CVD law requires collection of offsetting duties at the time merchandise enters the country, ITA communicates regularly with the U.S. Customs Service to ensure the prompt and accurate implementation of ITA's decisions. The U.S. Customs Service then collects cash deposits and final duty assessments. ITA responds to inquiries from the U.S. Customs Service's headquarters and port offices regarding the scope and potential evasion of AD/CVD orders, as well as other enforcement concerns.
- Treasury Department--to monitor subsidy-related commitments contained in the International Monetary Fund's stabilization packages.
- Department of State--in AD/CVD proceedings, ITA verifies information provided by foreign governments and companies in those countries. ITA works closely with the Department of State to obtain country clearances, arrange meetings, make necessary trip arrangements, and obtain pertinent information on subsidy enforcement issues. ITA works on a daily basis with U.S. embassies abroad and State Department economic officers and the Department of Commerce's U.S. and Foreign Commercial Service.
- Department of Justice--ITA, in conjunction with the Office of General Counsel, works with the Department of Justice's attorneys on pending AD/CVD litigation before the Court of International Trade and the Court of Appeals for the Federal Circuit.

Government/Private Sector

ITA works with U.S. small and medium-sized firms and state or local governments wherever possible in order to enable U.S. companies take full advantage of export opportunities.

External Factors and Mitigation Strategies

All trade is subject to sharp changes in economic performance in world markets; changes in trade policy by foreign nations; expansion of markets just starting to open, such as that of China; and technological advances and large-scale, unexpected capital movement. ITA staff has identified and

will continue to identify these changes and adopt policies that promote expanding overseas markets for U.S. firms and workers.

ITA will address the impact of other nations' trade policies. Specifically, we will expand our analytical infrastructure to support timely and accurate assessments of (1) the impact on U.S. industries of the growth of regional trade pacts and (2) the impact of major competitors exporting their discriminatory technical regulations to third markets in the developing world. ITA will develop strategies to support bilateral and multilateral trade negotiations that prevent the adoption of discriminatory international standards and regulations against U.S. products. ITA will also work closely with foreign governments and regulatory officials in the developing world to devise strategies to address regulatory barriers, head off potentially harmful regulations, and help shape good regulations and standards.

Performance Goal 4: Advance the United States' International Commercial and Strategic Interests

(This goal has been reworded since the publication of the FY 2000 Annual Program Performance Report and FY 2002 Annual Performance Plan. This goal was previously worded as: "Increase U.S. exports by implementing the national export strategy through government-wide coordination of trade promotion and trade finance programs.")

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably

Rationale for Performance Goal

Exports have accounted for almost one-quarter of the U.S. economic growth during the past decade as President Bush's World Trade Week 2001 proclamation highlights indicate. Changing economic, technological, and social conditions in the last decade have altered how international trade is conducted. This changing international environment presents American exporters with numerous challenges and opportunities. There are new markets to target, new trade barriers to overcome, a need for differing types of export assistance, shifts in industry dynamics, a stronger role for international organizations and alliances, and various policy mandates to be considered.

The International Trade Administration (ITA) advances U.S. international commercial and strategic interests by creating an infrastructure that encourages economic growth, technological competitiveness, and sustainable development. This is achieved through mobilization of financing and development of commercial infrastructure in target countries, increased information flow to U.S. exporters about target countries, increased facilitation of business-to-business exchange or contact in target countries, and increased compliance with accepted business standards and potential sanctions. ITA is presently better positioned to help America's exporters meet the challenges confronting them and capitalize on the opportunities presented.

ITA has developed a strategic plan, which defines its mission, goals, and objectives; sets forth new outcome-oriented performance measures; and presents high-level strategies for implementation. As a result, ITA is introducing a new performance goal that advances the United States' international commercial and strategic interests and better defines ITA's contributions to the advance of U.S. exports, which drives U.S. economic growth.

Measure 4a: Dollar Exports in Priority Markets

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	\$200B to \$300B
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: Census Bureau and Bureau of Economic Analysis trade data and U.S. export promotion participants

Frequency: Annually

Data storage: Electronic retrieval of detailed Census Bureau and Bureau of Economic Analysis trade data and ITA export promotion customer surveys

Verification: ITA collects data on dollar exports in targeted markets quarterly using internal procedures. ITA performs quality control, including error checking and elimination of duplicates, and, through peer review, verifies collected data.

Data limitations: Data present estimates of resultant exports, but global economic variables and political or administrative developments may affect the future growth in U.S. exports to targeted markets. Data for the service sector are limited in the detail available and frequency of publication (annual only), and there is a substantial lag (ten months) in its publication.

Actions to be taken: ITA is currently determining the best approach to use these macroeconomic sources since data necessary for this measure are less accurate in real time due to lagging data.

Explanation of Measure

Exports have accounted for almost one-quarter of U.S. economic growth during the past decade. ITA promotes U.S. business abroad, supports trade policy development, ensures compliance with trade agreements, and creates market access through trade negotiations and trade agreements. This new measure, which tracks dollar exports in priority markets, captures the dollar value of exports generated by U.S. businesses in targeted sectors both in total and for individual foreign markets that are attributable to ITA programs. The measure represents the total dollar value of incremental exports by U.S. businesses in markets that have been listed as targeted markets or sectors for ITA. ITA management identified energy, telecommunications, services, and environment as targeted market or sectors. This is a new performance measure for which targets are not yet available. ITA will begin to collect data in FY 2002. ITA will use FY 2002 actual data to develop a target baseline.

FY 2001 Program Evaluations for ITA Performance Goal 4: Advance the United States' International Commercial and Strategic Interest

The President, Congress, and/or the Secretary of Commerce announce policy initiatives. ITA reports policy accomplishments to Congress through public speeches, press releases, and via ITA's web site and publishes ITA publications for the general public.

External Factors and Mitigation Strategies

There are several critical external factors in the trade environment, which will affect the success of ITA's efforts. Foreign political instability and war can disrupt commercial infrastructure and means of exchange. New and changing foreign governments can create new barriers to access for U.S. companies. Economic shocks in foreign markets can adversely affect demand for U.S. exports. Relative strength of U.S. currency can make U.S. exports more costly in foreign markets.

ITA's mitigation strategies will address the impact of other nations' trade policies. ITA will support the President in reinvigorating the international trading system by supporting and participating in the new round of global negotiations, a Free Trade Area of the Americas, and other important regional and bilateral negotiations. ITA will carefully monitor the development of regulatory barriers that may put U.S. firms at a disadvantage in key foreign markets and seek their removal. ITA will work closely with foreign governments, especially in the developing world, to devise strategies that address regulatory barriers, head off potentially harmful regulations, and help share good regulations and standards.

Performance Goal 5: Improve Customer and Stakeholder Satisfaction

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably

Rationale for Performance Goal

In August 2001, President Bush announced his management agenda, which describes initiatives designed to create a government that is focused on results and is more accessible to its citizens. In support of the Administration's vision for government that is client-oriented, the International Trade Administration (ITA) is introducing a new performance goal, improve customer and stakeholder satisfaction.

ITA's customers are U.S. businesses. To export successfully in a fair trade environment, U.S. firms expressed several needs for enhanced products and service offerings and service delivery capabilities from ITA. U.S. businesses want customized products and simplified access to ITA services, as well as the services of all federal government export assistance programs. As a single agency, ITA cannot always meet all of the needs of its customers. ITA often partners with other agencies, both public and private, to meet its customers' needs. Other government agencies frequently join ITA in its efforts to promote trade or expand market access. ITA also works with nongovernmental organizations such as trade groups, or other private sector organizations to deliver its messages and meet the needs of U.S. businesses.

ITA's policy and promotion efforts, ranging from information to hands-on assistance, help small and medium-sized enterprises (SMEs) through every stage of the export process. ITA promotes the use of technology to speed access to relevant information by customer and service staff and assesses the effectiveness of its products and services in meeting customer needs. The success of ITA efforts depends upon effectively addressing the challenges in the trade environment, but also meeting the expectations and needs of its stakeholders and customers.

Measure 5a: Customer Satisfaction with the Quality of ITA's Products and Services

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	3.5 Mean Rating
Actual Met/Not Met	New	New	New		

Data Validation and Verification:

Data source: ITA customers (U.S. exporters)

Frequency: Broad survey conducted every two years

Data storage: Client management system and Panorama Business Views

Verification: ITA analyzes and certifies data internally through periodic audits of reported data in the system.

Data limitations: The data are limited by the level of response to ITA's survey. ITA will strive for satisfaction levels of 3.5 on a 1-5 satisfaction scale until data are available to establish more refined targets.

Action to be taken: ITA is currently assessing whether existing satisfaction data can be derived and used to report accurate performance figures for this measure.

Explanation of Measure

U.S. exporters have expressed needs for specialized, customized products, which are provided quickly and accurately and are consistently updated. This new performance measure tracks the satisfaction of ITA's customers with the products and services they receive. ITA will use the survey data to improve the quality of its products and services. Taken together, ITA's efforts must assure timely, responsive, and high-quality service to the business community that promotes the ability of U.S. customers to export and thus increases U.S. market share. Targets will be refined as better data are available in 2002.

Measure 5b: Customer Perception of Ease of Access to Export and Trade Information and Data

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	3.5 Mean Rating
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: ITA customers (U.S. exporters)

Frequency: Broad survey conducted every two years

Data storage: ITA will enter survey data into a database, which will track client satisfaction

Verification: Data will be verified through a peer review process and compliance with statutory requirements for access by individuals with disabilities (Section 508 of the Americans with Disabilities Act) testing by the chief information officer of ITA's web sites and database applications

Data limitations: Limitation exist in the level of response to survey; ability to identify persons with disabilities who are ITA customers; and limited resources to conduct Section 508 compliancy testing on ITA's web sites, assistance centers, and database applications. ITA will strive for satisfaction levels of 3.5 on a 1-5 satisfaction scale until data are available to establish more refined targets.

Action to be taken: ITA has inventoried existing information conduits (phone calls, web sites, letters, e-mails, and so on), which should be tested to determine ease of access, and will design a survey mechanism to obtain client perception.

Explanation of Measure

ITA continues to enhance its product and service delivery to U.S. exporters. The "customer perception of ease of access to export and trade information and data" measure assesses ITA customers' perception that export and trade information and data may be obtained via ITA web sites, database applications, export assistance centers, and other personal interactions with ITA personnel, in a timely and efficient manner. By monitoring ITA's performance in this regard, we hope to increase the timeliness and efficiency of service delivery to U.S. businesses and improve the effectiveness of the provision of information and data for persons with disabilities. ITA believes that all customers should be able to obtain export and trade information and data quickly, accurately, and on first contact from courteous employees. Targets will be refined as better data become available in 2002.

Measure 5c: Customer Value: Level of Awareness of ITA Products and Services

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	New	3.5 Mean Rating
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: ITA customers (U.S. exporters and potential exporters)
Frequency: Broad survey conducted every two years
Data storage: Client management system and Panorama Business Views
Verification: ITA staff will perform analysis to verify statistical results of survey data.
Data limitations: Level of response to survey
Action to be taken: The Office of Management and Budget has approved a survey mechanism; ITA will begin to use the instrument over the phone beginning in January 2002.

Explanation of Measure

ITA is committed to performance and accountability. This new measure directly supports the ITA performance goal of improving customer and stakeholder satisfaction and ensures that ITA’s potential customers are informed of available products and services and their benefits. This measure addresses awareness: does the potential customer know about ITA’s products and services? It asks about understanding: if aware, does the customer understand the benefits of using these products or services? It seeks out potential customers, for example, someone who has used an ITA product or service and who may benefit from using other products or services. Group mean ratings for questions that deal with product satisfaction often ranged between 3.0 and 3.5. Results often are bimodal in nature, which means that the people who respond to the survey are either really satisfied or dissatisfied. Data from an ITA-wide survey (slated to take place in September-October 2002) will yield more accurate results and enable targets to be refined for 2003.

Measure 5d: Employee Job Satisfaction

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	3.5 Mean Rating	3.5 Mean Rating
Actual Met/Not Met	New	New	New		

Data Validation and Verification:

Data source: Employee perception survey; human resources (HR) reports on recruitment, attrition, exit interviews, awards and recognition, and training and development; the Office of Personnel Management’s government-wide survey
Frequency: Annually
Data storage: Office of Human Resources Management database, hard copies
Verification: Results of annual employee perception survey will be determined and validated by an outside contractor. HR reports are generated from data stored in HR systems, which are updated biweekly; errors are identified and corrected through quality audits.
Data limitations: Response rate to surveys; quality of survey questions; willingness of employees to articulate concerns; accuracy of data entered into HR system
Action to be taken: Assessment is underway to determine if action is needed to develop an employee satisfaction score as well as proxy measures (for example, retention rates and number of complaints).

Explanation of Measure

ITA seeks to improve individual and organizational performance by recruiting and retaining a high-quality, diverse workforce that is satisfied with the quality of their work lives. This measure will help to ensure effective management of human resources and will improve ITA’s organizational capabilities and flexibilities. The ultimate objective of measuring employee job satisfaction is to improve individual and organization performance by putting people first.

The measure is broadly defined. While the primary source of data will be answers to questions on the employee perception survey, other data, which can gauge the level of employee training and development and awards and recognition, will supplement this source. The measure will also involve

evaluating the effectiveness of quality-of-work-life programs (for example, telework, Alternate Work Schedules, and so on) to determine the extent to which these programs have an impact on overall job satisfaction.

ITA collected no data on this measure in FY 2001. The data that are available are the results of an annual employee perception survey conducted in August 1999. Employees rate questions on a scale of 1 to 5, with 1 being the least favorable perception and 5 being the most favorable. The group mean for questions dealing with job satisfaction on the survey administered in August 1999 ranged from 2.14 to 3.21, well below the target mean of 3.50. Future surveys are expected to yield more favorable results, after the implementation of more quality-of-work-life initiatives. ITA also has targets in place to track all components of this measure. This data will be combined with other indicators as HR completes benchmarks of valid indicators that can be applied in ITA.

FY 2001 Program Evaluations for ITA Performance Goal 5: Improve Customer and Stakeholder Satisfaction

This is a new performance goal. Program evaluations or management control reviews have not yet been scheduled.

Cross-cutting Activities

Intra-Department of Commerce

- Office of General Counsel--to work together on guidance for interpreting existing international trade agreements and defining the rights of U.S. firms and workers under U.S. and international trade laws.
- National Institute of Standards and Technology--to coordinate our efforts to help SMEs export new technology and coordinate trade initiatives with the National Institute of Technology's technology development and commercialization programs.
- National Telecommunications and Information Administration--to work together on opening foreign markets to American telecommunications technology.
- Minority Business Development Agency--to work together to target underserved communities and minority-owned businesses by proactively identifying potential exporters who need assistance.
- National Oceanic and Atmospheric Administration--to coordinate e-commerce trade initiatives with the National Oceanic and Atmospheric Administration's environmental programs.
- The Bureau of the Census--to fund reimbursable agreements to produce customized e-commerce statistics and collaborate on development of methodologies to general data on e-commerce services exports.

Other Government Agencies

- Small Business Administration, Export-Import Bank, Overseas Private Information Corporation, state or local government agencies, and local chambers of commerce--to share clients to provide complementary counseling services.
- Department of Energy, Department of Transportation, Department of Education, and Department of Defense and the U.S. Air Force--to provide industry expertise for ITA trade events.
- Department of State--to assist with market research projects in countries where the U.S. and Foreign Commercial Service does not maintain staff.

- Department of Agriculture--to provide grant assistance for U.S. and Foreign Commercial Service export counseling in rural areas.
- Bureau of Indian Affairs and Department of Interior--to provides industry expertise for ITA tourism development efforts.
- U.S. Agency for International Development--to provide grant assistance for various overseas projects (for example, American business centers in Russia).
- Trade Promotion Coordinating Committee--to coordinate the implementation of the trade finance and trade promotion programs of the 19 Trade Promotion Coordinating Committee member agencies.

Government/Private Sector

District export councils--to provide experienced, professional advice and guidance to exporting firms. District export councils are councils of leaders from the local business community, appointed by the Secretary of Commerce, whose knowledge of international business provides a source of professional advice and support for local firms. Currently there are 56 district export councils composed of more than 1,500 members.

External Factors and Mitigation Strategies

In serving U.S. firms, ITA helps SMEs to enter and expand into new markets and to take advantage of trade opportunities. However, the overall strength of the global economy affects ITA's efforts. For example, the increasing relative strength of the U.S. dollar can make U.S. exports more costly in foreign markets. In addition, developments in e-commerce, information technology, biotechnology, the service industry, and environmental technologies are challenging ITA to develop new skills in order to help SMEs export.

To counter the trends and challenges that may lower SMEs' exporting abilities, ITA is taking advantage of information technology and e-commerce to disseminate information and connect U.S. exporters with foreign buyers. ITA also partners with other U.S. government agencies and with the private sector to deliver integrated services, especially through the Internet.

Performance Goal 6: Improve U.S. Competitive Advantage through Global E-Commerce

Corresponding Strategic Goal

Strategic Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably

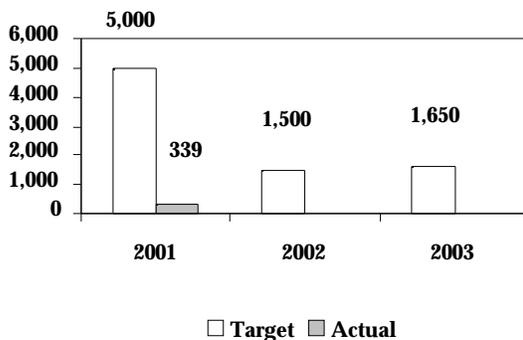
Rationale for Performance Goal

The International Trade Administration (ITA) will focus on e-commerce, a major channel to further U.S. exports. The scope of e-commerce influence is broad, covering market access, customs, services, government procurement, and other areas of export promotion. ITA's e-commerce export promotion program has four main goals: helping small businesses use the Internet to find markets overseas, helping established U.S. information technology companies to expand overseas; helping emerging economies make the transition to the digital age; and ensuring that both the Internet and foreign markets are open and accessible.

Domestically, ITA provides exporters with desktop access to the international marketplace, through the use of electronic products and services such as Export.gov and BuyUSA.gov. Internationally, ITA develops country-specific and regional strategies tailored to each market.

On the policy side, ITA is working in a range of international forums, such as the Free Trade Area of the Americas, with other Department of Commerce bureaus and government agencies to develop and advocate U.S. policy positions on a range of e-commerce issues. These include privacy, consumer protection, infrastructure access, telecommunications liberalization, diffusion of information technology (IT) to small and medium-sized enterprises (SMEs), standards, IT tariff elimination, and expanded IT market access.

Measure 6a: Number of New Subscribers Using BuyUSA.com E-services



Data Validation and Verification:

Data source: U.S. subscribers using the BuyUSA.com web site

Frequency: Annual

Data storage: Web trends (Internet-based software tracking system)

Verification: Clients visiting the web site or domain during a specific period of time. The U.S. and Foreign Commercial Service collects, reviews, verifies, and signs the reports.

Data limitations: None. A subscriber is identified by a registered user name.

Actions to be taken: ITA will refine and revamp targets, which are far less accurate than originally anticipated.

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	5,000	1,500	1,650
Actual	New	New	339		
Met/Not Met			Not Met		

Explanation of Measure

The target was not met. Because of technical difficulties, the start up of the BuyUSA.com web site was delayed until the fourth quarter of FY 2001. The BuyUSA.com web site has only been operational for a couple of months. ITA is basing the FY 2003 target on activities recorded in the client management system and the web trends database and on projections of basic annual subscription revenues.

This new performance measure became operational on March 5, 2001, and it directly supports ITA's trade policy and e-commerce promotion efforts. Subscribers to BuyUSA.com receive full access to the database of international buyer, distributor, and business partner contacts; trade leads and postings; catalogs; and the ability to establish purchase orders online. As e-commerce goes global, U.S. SMEs seek a secure platform for identifying potential international buyers and transacting business. ITA provides e-commerce export facilitation tools, such as BuyUSA.com, to new and existing clients; creates new e-commerce services; and promotes information technology throughout the world. Targets will be refined as we gauge the success of this web site by the number of new subscribers.

Measure 6b: Customer Perception of Portal Ease of Use

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	>50% Satisfaction Rate	>50% Satisfaction Rate
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: ITA customer portal survey

Frequency: Annual

Data storage: Data to be logged and stored on a database such as Microsoft Access and/or Excel spreadsheet

Verification: ITA employees will harvest the data from ITA's Export.gov portal.

Data limitations: Level of response to the survey; sample size and customer misinterpretation of survey questions

Actions to be taken: ITA has developed a portal survey that will be posted online subject to clearance and approval by the Office of Management and Budget.

Explanation of Measure

Customers' perceptions of portal ease of use ties directly to the ITA performance goal that seeks to improve U.S. competitive advantage through global e-commerce. The rise of the Internet and e-commerce should make global markets increasingly accessible to even the smallest of U.S. companies. However, only 2% of small companies currently export. The online information on overseas markets and export services available through the U.S. government has historically left something to be desired. ITA's Export.gov is a first step toward consolidating export information into a single, customer-focused site where anyone can find every online federal resource related to exporting. ITA will survey online customers visiting Export.gov on an ongoing basis. Two weeks before the end of each reporting quarter, customers will be asked to fill out the questionnaire before leaving the site. The customers' response will be optional. This new performance measure will allow ITA to gauge customers' perception of portal ease of use and to increase the quality and navigability of the ITA portal based on customer feedback. ITA will seek a target of >50% satisfaction when scores of 3 or higher on a scale of 1-5 for overall portal ease-of-use.

Measure 6c: Percentage of ITA Business Processes Provided Electronically to External Customers

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	New	New	New	50%	90%
Actual	New	New	New		
Met/Not Met					

Data Validation and Verification:

Data source: ITA customer portal or web based survey

Frequency: Biannually

Data storage: Microsoft Excel or Microsoft Access database

Verification. ITA's program staff will verify the survey data through periodic assessments of representativeness of respondents.

Data limitations: Level of response to the survey, sample size, and customer misinterpretation of survey questions

Actions to be taken: ITA is currently determining the baseline of business processes to measure and is considering the accuracy of current targets and definitions in the measure.

Explanation of Measure

This is a new performance measure for which targets are under review. Based on Government Paperwork Elimination Act requirements, ITA is required to offer business processes electronically by October 2003, where practicable. The FY 2002 target of 50% is preliminary and may be revised upon completion of a study of current electronic processes. The 90% target for FY 2003 is based on ITA achieving most of the Government Paperwork Elimination Act requirements by that time.

U.S. exporters expressed a need for fast access to ITA products and services. This performance measure will track ITA's progress in taking advantage of IT opportunities to deliver products electronically to external customers and, in doing so, to create process efficiencies and improved services to customers.

FY 2001 Program Evaluations for ITA Performance Goal 6: Improve U.S. Competitive Advantage Through Global E-Commerce

The General Accounting Office began a review of ITA's international e-commerce activities on June 18, 2001. ITA will assess and, as appropriate, implement the General Accounting Office's findings upon completion of the review.

Cross-cutting Activities

Intra-Department of Commerce

- Office of General Counsel--to work together on guidance for interpreting existing international trade agreements, defining the rights of U.S. firms and workers under U.S. and international trade laws.
- National Institute of Standards and Technology--to coordinate our efforts to help SMEs export new technology and coordinate trade initiatives with the National Institute of Standards and Technology's technology development and commercialization programs.
- National Telecommunications and Information Administration--to work together on opening foreign markets to American telecommunications technology.
- Minority Business Development Agency--to work together to target underserved communities and minority-owned businesses by proactively identifying potential exporters who need assistance.

- National Oceanic and Atmospheric Administration--to coordinate e-commerce trade initiatives with the National Oceanic and Atmospheric Administration's environmental programs.
- The Bureau of the Census--to fund reimbursable agreements to produce customized e-commerce statistics and collaborate on development of methodologies to generate data on e-commerce services exports.

Other Government Agencies

- Small Business Administration, Export-Import Bank, Overseas Private Information Corporation, state and local government agencies, and local chambers of commerce--to share clients to provide complementary counseling services.
- Department of Energy, Department of Transportation, Department of Education, and Department of Defense and the U.S. Air Force--to provide industry expertise for ITA trade events.
- Department of State--to assist with market research projects in countries where the U.S. and Foreign Commercial Service does not maintain staff.
- Department of Agriculture--to provide grant assistance for U.S. and Foreign Commercial Service export counseling in rural areas.
- Bureau of Indian Affairs--to provide industry expertise for ITA tourism development efforts.
- U.S. Agency for International Development--to provide grant assistance for various overseas projects (for example, American business centers in Russia).
- Trade Promotion Coordinating Committee--to coordinate the implementation of the trade finance and trade promotion programs of the 19 Trade Promotion Coordinating Committee-member agencies.

Government/Private Sector

District export councils--to provide experienced, professional advice and guidance to exporting firms. District export councils are councils of leaders from the local business community, appointed by the Secretary of Commerce, whose knowledge of international business provides a source of professional advice and support for local firms. Currently there are 56 district export councils composed of more than 1,500 members.

External Factors and Mitigation Strategies

The overall strength of the global economy affects U.S. exports. For example, because the increasing relative strength of the U.S. dollar can make U.S. exports more costly in foreign markets, economic slowdowns and/or issues relating to foreign corruption may reduce the number of advocacy requests received from U.S. firms competing in the international marketplace.

To counter these trends, ITA will increase efforts to promote U.S. companies' bids in regions with higher export potential. Global economic trends also require ITA to alter the types of programs and export assistance services we provide for U.S. companies by, for example, pioneering efforts to move e-commerce into the mainstream of trade-enhancing and improving existing products and services and creating new product lines to meet exporters' changing needs. Additionally, the ITA's worldwide network, strong in-country contacts, and improved local outreach, including local language web sites, help foreign buyers locate U.S. suppliers. ITA created a menu of reverse services, which helps foreign buyers locate appropriate U.S. suppliers for their desired product, service, joint venture, or partnering needs.